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# **REQUEST FOR PROPOSALS**

## **# RFP #0634-223**

***Project Title:*** ***Foster Parent Recruitment and Retention***

***Estimated Contract Period:*** October 1, 2006 through March 31, 2008  
Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

***Proposal Due Date:*** All Proposals whether mailed or hand delivered must arrive by 5:00 p.m. Pacific Standard time on August 9, 2006.  
**Faxed bids WILL NOT be accepted.**  
**E-mailed bids WILL NOT be accepted.**

***Submit Proposal To:*** **Proposal Delivered by Mail:**  
Sheila R. Anderson, RFP Coordinator  
Department of Social and Health Services  
Administrative Services Division / Central  
Contract Services  
PO BOX 45811  
Olympia, WA 98504-5811

**Proposal delivered by Express / Hand Delivery, Or Courier:**  
  
Sheila R. Anderson, RFP Coordinator  
Department of Social and Health Services  
Administrative Services Division / Central  
Contract Services  
4500 10<sup>th</sup> Avenue SE  
Lacey, WA 98503

***DSHS Procurement Website:*** <http://www1.dshs.wa.gov/msa/ccs/>

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# SECTION I. INTRODUCTION

## A. PURPOSE OF REQUEST FOR PROPOSAL

The Washington State Department of Social and Health Services (DSHS), Children's Administration (CA), intends to award one contract per region to qualified organizations to provide combined services for Recruitment and Retention/Support of foster and adoptive parents in Washington state.

CA will provide bidders with a set of Core Components, as described in Section I.F., to help ensure consistency of practice. With the goal of ensuring creativity and innovation, CA will ask bidders to provide the model, structure, approach and ideas they have for doing recruitment and retention, incorporating the Core Components.

Successful bidders will be asked:

- To provide Recruitment and Retention/Support services for foster and adoptive parents on a regional basis as a non-profit organization under WAC 74.13.340 and RCW 74.13.325.
- To incorporate the Core Components sought by CA, as described in Section I.F., into a business model for organizational structure, a marketing/recruitment plan for recruitment, and a customer service plan for retention.
- To work closely with and take direction from CA Regional Oversight Committees, as described in Section I.F.3. (Provided by Regions), for recruitment and retention. The committees will oversee administration of the work being done by the contractor(s).

In addition:

- Bidders are strongly encouraged to develop collaborations with other agencies in the preparation of their bids to promote a broader community-based approach through subcontracting.
- The intent is that contract(s) awarded under this RFP will develop a stronger working relationship among the partners in the complex child welfare environment. CA is highly interested in developing programs that build strong community partnerships.

## B. BACKGROUND

CA is seeking to take a more business-like approach to the serious business of providing a high number of qualified foster and adoptive homes for the most fragile and vulnerable children in our state.

CA will seek proposals from bidders to provide combined Recruitment and Retention/Support activities in each DSHS region.

This combined system in each region will allow the same agency to work with foster parents from the time of first inquiry through the time they are caring for children, making recruitment and retention more seamless and recognizing that they are different parts of the same service.

Current challenges in child welfare present CA and its partners with the opportunity to work together to meet the many demands made on the system through court action, federal mandates and, most importantly, by the needs of the children we serve.

Those needs require that CA and its partners keep children in their neighborhoods and schools, keep them connected with their biological families, hold them safe from harm, and give stability to their lives.

### **C. PROJECT SCOPE**

The project scope is to create a public/private partnership that will be regionally directed and implemented to recruit and support foster and adoptive parents so they can better support children in out-of-home care. Resulting contract(s) will be in place for 18 months from the start date of October 1, 2006, to March 31, 2008.

CA plans to contract for the Recruitment and Retention/Support services, within the regional budget amounts, to achieve the regional outcome measures, as described in Exhibit B, Region 1, Proposal Questions, Budget, and Outcome Measures, through Exhibit G, Region 6, Proposal Questions, Budget and Outcome Measures (Exhibits B – G).

CA desires to achieve through contract(s) resulting from this procurement, a matching of the cultural and behavioral needs of children in care with appropriate community-based homes.

DSHS will negotiate the specific wording of the Statement(s) of Work for any contract(s) awarded with any Apparently Successful Bidder(s), for the above services, based on the requirements of this RFP and the Apparently Successful Bidder(s)' proposal. Contract(s) and Statement(s) of Work will be coordinated with the respective regional Recruitment and Retention teams within CA.

### **D. MINIMUM QUALIFICATIONS**

Bidders must have the following minimum qualifications and must be able to demonstrate a minimum of three (3) years of experience for each qualification in order to be eligible to submit a proposal.

- Identification of your organization having non-profit status. All bidders must be non-profit organizations.
- Working knowledge of the foster care system, which would include the recruitment and/or support and retention of foster and adoptive families in Washington State.

- Demonstrated understanding of working with foster families from a variety of cultures and communities.
- Experience in working with community and neighborhood resources.
- Demonstrated financial viability and stability.

Bidders **must address their minimum qualifications as part of the Administrative Requirements Section** (Refer to Section III.D.3.). Minimum qualifications will be reviewed during the Administrative Review of each bidder's proposal. Any bidder's proposal that does not address the minimum qualifications below shall be considered non-responsive and will not continue through the evaluation process.

## **E. FINANCIAL ASSESSMENT**

A Financial Assessment form has been included as Exhibit J. DSHS will only require a completed Financial Assessment form if you are designated as an Apparently Successful Bidder(s). DSHS will request a completed Financial Assessment form at that time.

## **F. CORE COMPONENTS**

The following Core Components should be taken into consideration when preparing the Bidder's Proposal. The Core Components delineate the collaboration between the state and the contractor(s). They specify the activities the state and the contractor(s) agree to undertake to ensure mutual responsibility for the success of the contract(s).

### **1. Recruitment**

- Targeted recruitment strategies as proposed by the successful bidder(s) and approved by CA Regional Oversight Committees. The strategies will be designed to increase the number of homes overall and to meet specific needs as identified by *The Braam Settlement Implementation Plan* of February 2006 and/or the regions. The specific targets for outcomes have been set by each region. Information about the Braam lawsuit can be accessed at <http://www.wsipp.wa.gov/braampanel/>.
- Standardized "recruitment tool kit" based on strategy chosen by contractor and approved by each region.
- Recruitment strategies, including written materials, must be culturally sensitive and aimed at finding homes that reflect the cultural and ethnic diversity of children in state care.
- A plan for guiding prospective foster parents through licensing process.
- Data will be required to track foster parents through the licensing system and determine which recruitment strategies are successful and which are not.

- Strategies should utilize existing relationships with community leaders by region, building on those that exist and building new ones where they do not.

## **2. Retention/Support**

- Based on the use of support systems as established between January 2005 and June 2006, using liaisons both to build the support system and to troubleshoot, each region will identify at least one such system (hubs, support groups, mentoring or buddy systems) they want the contractor to build.
- Support systems descriptions are as follows:
  1. **A hub** is one family at the center of several foster families facilitating monthly meetings and knitting the families together to share resources, ideas, respite and training.
  2. **A support group** is foster parents meeting together regularly more informally to connect and network with each other.
  3. **A buddy system** is the pairing of a veteran foster parent/family with a new foster/parent family. Sometimes, these individual pairings are brought together in a hub-type arrangement.
  4. **A mentoring system** serves as a hand-holding method to provide guidance to foster parents going through the licensing process and to provide ongoing guidance and support once licensed.
- CA Regional Oversight Committees will determine what kind of system(s) are implemented. Bidders should have the capability to build any of these systems.
- With oversight and approval from the Resource Family Training Institute, coordinate training in the support systems to provide a better trained and qualified set of caregivers to meet the needs of children in state care.
- Attend the conclusion of pre-service trainings to ensure foster parents move smoothly forward in the licensing process.
- Work with the FIRST program coordinator as needed to provide consultation to foster parents under investigation for allegations of abuse and neglect.
- Performance outcomes will be established by measuring the retention rates of foster homes by region, using data from CA headquarters. Troubleshooting issues between foster parents and state staff will be required as per RCW.74.13.340, available at:

<http://apps.leg.wa.gov/RCW/default.aspx?cite=74.13.340>

## **3. Regions / CA Headquarters**

The following components are items CA either regionally or through headquarters, will undertake to work with successful bidder(s) in the performance of the work. They are provided here for informational purposes.

### **Provided by regions:**

- CA Regional Oversight Committees, including Division of Child and Family Services, Division of Licensed Resources, Resource Family Training Institute, Family To Family and data staff will be established to provide regional oversight and guidance to the CA staff and contractor

- CA Regional Oversight Committees will identify recruitment and retention areas/categories for recruitment and support and provide specific performance target numbers for their regions.
- CA Regional Oversight Committees will direct specific target areas for recruitment and will approve strategies proposed by contractors
- CA Regional Oversight Committees will approve contractors' plans for locating support systems.
- CA Regional Oversight Committees will hold mandatory monthly meetings with the contractor to discuss outcomes, activities and direction. The committees will receive written reports quarterly from the contractors on their recruitment and retention activities, successes and areas for improvement.
- Each Regional Oversight Committee will develop with the Contractor a method for measuring recruitment activities with a tracking system to determine specific activities related to specific outcomes for that activity.
- Regional staff will monitor compliance with the contract and have responsibility for ensuring the terms of the contract are met.
- Regional staff will develop Recruitment and Retention/Support units to work with the contractors in the recruitment and support work.
- Regional staff will make available state office space for the contractor.
- The Resource Family Training Institute will have approval and oversight authority for training issues with the contract.

**Provided by CA Headquarters:**

- CA will provide statewide oversight quarterly by the Management Team.
- Data collection, distribution and reporting to inform regions and contractors.
- Technical assistance as requested.
- Provide name sharing system.
- CA will develop a surveying system to measure satisfaction of foster parents.

## **H. REGIONAL PROPOSALS**

Each bidder will be expected to answer the questions in Exhibits B – G, for the specific region which they are bidding. If a bidder is bidding on more than one region, a separate proposal must be completed for each region. Some questions are the same for all regions, but bidders are expected to answer them for each region on which they are bidding.

Performance outcomes measures by actual number and budget are set and detailed in Exhibits B – G, for each specific region.

Budgeted amounts are set and detailed in Exhibits B – G, for each specific region.

## **I. DEFINITIONS**

See Exhibit A, Definitions, for the meaning of certain terms used in this RFP.

## SECTION II. GENERAL INFORMATION

### A. PROCUREMENT CONTACT INFORMATION

Upon release of this RFP, all communications concerning this RFP must be directed only to the RFP Coordinator listed below. Any communication directed to DSHS staff, or its consultant, other than the RFP Coordinator may result in disqualification. Any oral communications will be considered unofficial and non-binding to DSHS. Bidders should rely only on written statements issued by the RFP Coordinator.

#### DSHS RFP Coordinator

Contact:	Sheila R. Anderson, RFP Coordinator Department of Social & Health Services Administrative Services Division / Central Contract Services
Mailing Address:	P.O. Box 45811 Olympia, Washington 98504-5811
Physical Address:	4500 10th Avenue SE Lacey, Washington 98503
Telephone:	(360) 664-6056
FAX:	(360) 664-6184
E-mail Address:	Andersr2@dshs.wa.gov

### B. ACCEPTANCE OF RFP TERMS

A Proposal submitted in response to this RFP shall be considered a binding offer. Acknowledgement of this condition shall be indicated by signature of an officer of the Bidder legally authorized to execute contractual obligations by submitting with the Proposal a signed Bidder Information, Certificates and Assurances Form attached as Exhibit H. A Bidder must clearly identify and thoroughly explain any variations between its Proposal and DSHS' RFP. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

### C. PROCUREMENT SCHEDULE

The Procurement Schedule outlines the tentative schedule for important action dates and times. DSHS reserves the right to revise this schedule at any time and will post any amended schedules on the DSHS Procurement website.



**Figure 1. PROCUREMENT SCHEDULE**

Item	Action	Date
1.	Issue RFP	July 12, 2006
2.	Last Date for Accepting Bidder Written Questions by 5:00 PM Pacific Standard Time	July 19, 2006
3.	Issue Response to Written Questions No Later Than	July 21, 2006
4.	Proposal Submission Due by 5:00 p.m. Pacific Standard time	August 9, 2006
5.	Proposal Evaluation	August 15, 2006
6.	Oral Presentations, If Required	August 21, to August 24, 2006
7.	Notify Apparently Successful Bidder	August 30, 2006
8.	Notify Unsuccessful Bidders	August 30, 2006
9.	Begin Contract Negotiations	August 30, 2006
10.	Bidder's Request for Debriefing Due by 5:00PM	September 5, 2006
11.	Hold Debriefing Conferences	September 7, to September 8, 2006
12.	Bidders' Protest(s) Due	September 14 to September 15, 2006
13.	Contract Execution	September 30, 2006

#### **D. CONTRACT**

DSHS intends to award ***one contract per region*** to provide the services described in this RFP.

The Contract term shall be for 18 months, commencing on October 1, 2006, and ending on March 31, 2008. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington. Bidders should familiarize themselves with the requirements prior to submitting a Proposal.

**E. INSURANCE**

The Apparently Successful Bidder must comply with the insurance requirements identified in the sample contract attached as Exhibit I.

**F. CONTRACT AMENDMENT**

Additional services that are appropriate to the scope of this RFP, as determined by DSHS, may be added to the resulting contracts by a written amendment mutually agreed to and executed by both parties.

**G. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE**

Materials submitted in response to this RFP shall become the property of DSHS. All proposals, quotes, lists, evaluation documents and other documents that make up this Procurement shall remain confidential until 1) DSHS makes it available to the public pursuant to RCW 42.17, or 2) the contract, if any, resulting from this RFP is signed by DSHS and the Apparently Successful Bidder. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.

Bidder's proposal must include a statement on the Letter of Submittal identifying each page of your proposal which contains any proprietary information. Each page claimed to be proprietary must be clearly marked by printing the word "Proprietary" on the lower right hand corner of each page which contains any proprietary information.

If DSHS receives a request to view or copy your proposal, DSHS will respond according to applicable law and DSHS policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in your proposal without giving you ten (10) days notice for you to seek a court injunction against the disclosure. You may not mark your entire proposal proprietary.

**H. WRITTEN REPRESENTATIONS**

Proposals should be based on the material contained in this RFP, any related amendment(s), and any questions and answers directed through the RFP Coordinator.

**I. QUESTIONS AND ANSWERS**

Bidders should fax, e-mail or mail written questions to the RFP Coordinator by 5:00 pm on July 19, 2006. Early submission of questions is encouraged. Questions and Answers will be on the DSHS Procurement website on or about July 21, 2006.

**J. RFP AMENDMENTS**

DSHS reserves the right, at any time before execution of a contract, to amend all or a portion of this RFP. Amendments will be posted on the DSHS Procurements Web site, if applicable. If there is any conflict between

amendments or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

#### **K. RETRACTION OF THIS RFP**

DSHS reserves the right to retract this RFP in whole, or in part, at any time without penalty.

#### **L. SUBMISSION OF PROPOSALS**

Proposals must be prepared and submitted no later than the proposal submission date and time specified in the Procurement Schedule. The proposal is to be sent to the RFP Coordinator, either by mail or hand delivery, at the address specified in Section II.A., Procurement Contact Information. DSHS will not accept any proposal submitted by fax. DSHS will not accept any proposal submitted by email.

You should allow sufficient time to ensure timely receipt by the RFP Coordinator. You assume the risk for the method of delivery and for any delay in the mailing or delivery of your proposal.

DSHS reserves the right to disqualify any proposal and withdraw it from consideration if it is received after the proposal submission due date and time. All proposals and any accompanying documentation become the property of DSHS and will not be returned.

#### **M. NONRESPONSIVE PROPOSALS**

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. DSHS may reject or withdraw your proposal at any time as nonresponsive for any of the following reasons:

- Incomplete proposal;
- Submission of alternative proposals;
- Failure to comply with any part of this RFP or any exhibit to this RFP; or
- Submission of incorrect, misleading, or false information.

#### **N. MINOR IRREGULARITIES**

DSHS may waive minor administrative irregularities related to any proposal.

#### **O. COST TO PROPOSE**

DSHS will not be liable for any costs incurred by the Bidder in preparing, submitting or presenting a proposal for this RFP.

**P. JOINT PROPOSALS**

If you submit a joint proposal, with one or more other bidders, you must designate the prime bidder. The prime bidder will be DSHS's sole point of contact, will sign the contract and any amendments, and will bear sole responsibility for performance under the contract.

**Q. EXHIBITS**

Exhibits to this RFP are listed in the RFP Table of Contents.

You should be sure that you have downloaded a complete copy of this RFP and all attached exhibits, as listed above. The procurement documents can be accessed at <http://www1.dshs.wa.gov/msa/ccs/>. If you are unable to download the documents, you should contact the RFP Coordinator.

It is not a ground for protest if your copy of this RFP should be missing any exhibit or pages of the RFP.

**R. WITHDRAWAL OF PROPOSALS**

After a Proposal has been submitted, Bidders may withdraw a proposal at any time up to the proposal submission date and time specified in the Procurement Schedule. A written request signed by an authorized representative of the Bidder must be submitted to the RFP Coordinator. After withdrawing a previously submitted proposal, the Bidder may submit another proposal at any time up to the proposal submission date and time.

**S. NOTIFY APPARENTLY SUCCESSFUL BIDDER**

DSHS will notify the Apparently Successful Bidder on or about August 30, 2006 of the selection of the Apparently Successful Bidder by written notice via mail, e-mail and/or fax. DSHS will notify separately the Unsuccessful Bidders on or about August 30, 2006 of the non-selection of the Unsuccessful Bidder by written notice via mail, e-mail and/or fax.

**T. BIDDER DEBRIEFING CONFERENCE**

If DSHS does not select your proposal, you may request a debriefing conference. You must submit your request in writing to the RFP Coordinator by e-mail, mail or fax by 5:00 pm on September 5, 2006.

Debriefing conferences will be held on September 7, 2006 and September 8, 2006. The debriefing conference may be conducted either in person or by telephone and will be scheduled for a maximum of one hour.

Discussion at the debriefing conference will be limited to the following:

- Scoring of your proposal;
- Critique of your proposal based on evaluators' comments; and

- Review of your final score in comparison with other Bidders' final scores without identifying the Bidders.

*Identification of the other Bidders, their proposals or evaluations will not be allowed.*

## **U. PROTEST**

Protests may be made only after DSHS has sent notification to the Apparently Successful Bidder and to the unsuccessful bidders. In order to submit a protest under this RFP, a Bidder must have submitted a Proposal for this RFP, and have requested and participated in a debriefing conference. It is the sole administrative remedy available within DSHS. The following is the process for filing a protest:

### **1. GROUNDS FOR PROTEST**

A protest may be made based on these grounds only:

- Arithmetic errors were made by DSHS in computing the score;
- DSHS failed to follow the procedures established in this RFP document, or to follow applicable State or federal laws or regulations; or
- Bias, discrimination, or conflict of interest on the part of an evaluator.

### **2. PROTEST FORM AND CONTENT**

A protest must state all of the facts and arguments upon which the protest is based, and the grounds for your protest. It must be in writing and signed by a person authorized to bind the Bidder to a contractual relationship. At a minimum, the protest must include:

- The name of the protesting Bidder, mailing address and phone number, and the name of the individual responsible for submission of the protest;
- The RFP number and name of the issuing agency;
- A detailed and complete statement of the specific action(s) by DSHS under protest;
- The grounds for the protest;
- Description of the relief or corrective action requested.

You may attach to your protest any documentation you offer to support your protest.

### **3. SUBMITTING A PROTEST**

Your protest must be in writing and must be signed. You must mail or hand deliver your protest to the RFP Coordinator using the same mailing or delivery address provided in this RFP for submitting your proposal.

*Protests may not be submitted by fax or email.* DSHS must receive the

written protest within **five (5)** business days after the debriefing conference.

#### **4. PROTEST PROCESS**

The RFP Coordinator will forward your protest to the DSHS designated Protest Coordinator with copies of the following:

- This RFP and any amendments,
- Your proposal,
- The evaluators' scoring sheets, and
- Any other documents showing evaluation and scoring of your proposal.

DSHS will follow these procedures in reviewing your protest:

- DSHS will conduct an objective review of your protest, based on the contents of your written protest and the above materials provided by the RFP Coordinator.
- DSHS will send you a written decision within five (5) business days after DSHS receives your protest, unless more time is required to review the protest and make a determination. The protesting Bidder will be notified by the RFP Coordinator if additional time is necessary.

DSHS will make a final determination of your protest and will either:

- 1) Find that your protest lacks merit and uphold DSHS's actions;
- 2) Find that any errors in the RFP process or in DSHS's conduct did not influence the outcome of the RFP, and uphold DSHS's actions; or
- 3) Find merit in the protest and provide options for corrective action by DSHS which may include:
  - That DSHS correct any errors and re-evaluate all proposals affected by its determination of the protest;
  - That DSHS reissue the RFP document; or
  - That DSHS make other findings and take such other action as may be appropriate.

#### **V. EXECUTION OF THE CONTRACT**

If you are an Apparently Successful Bidder, you will be expected to sign a contract with DSHS and any subsequent amendments that may be required to address specific work or services as needed. A sample contract is attached as Exhibit I.

DSHS reserves the right to negotiate the specific wording of the Statement of Work, based on the requirements of this RFP and the terms of your proposal.

If you fail or refuse to sign the contract or any subsequent amendment within ten (10) business days of delivery to you, DSHS may elect to cancel the award and may award the contract to the next-highest ranked finalist.

Any subcontracts necessary to perform the contract shall be subject to the prior written approval of DSHS.

## SECTION III. PROPOSAL CONTENTS

### A. PROPOSAL CONTENTS

If a bidder is bidding on more than one region, a separate proposal must be completed for each region, and the each regional proposal shall have its own set of binders, as described in Section III.C.

The five major sections of the proposal are to be submitted in the order noted below:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Recruitment Proposal
- Section 3: Retention/Support Proposal
- Section 4: Organization Proposal
- Section 5: Cost Proposal

Proposals must provide information in the same order as presented in this document with the same headings. The questions in each of the five sections are described below. All questions must be answered and all items must be included as part of the proposal for the proposal to be considered responsive, even though certain items may not be scored.

### B. FORMAT OF PROPOSAL BINDERS

- Proposals must be submitted on standard eight and one-half by eleven inch (8 ½" x 11") white paper.
- A font size not less than 12 point must be used.
- Proposals must be submitted in separate three-ring binders, and each regional proposal shall have its own set of binders.
- Each section noted in Section III.A above, shall have tabs separating the major sections of the Proposal.
- Each binder shall have your name stated as below.

***Proposal to RFP#0634-223***

***Foster Parent Recruitment and Retention***

***Your Organization's Name***



### **C. NUMBER OF BINDERS**

Each regional proposal shall have its own set of binders. The bidder shall submit one binder marked "Original", and three binders marked "Copies" for each regional proposal they submit

In addition, the bidder shall include one soft copy in Microsoft Word 2000 file format or Microsoft Excel 2000 file format if appropriate on a portable media or electronic readable media (Compact Disc (CD-ROM) or 3.5" diskette), with a label on the CD or diskette identifying your name and RFP#0634-223, Foster Parent Recruitment and Retention.

### **D. ADMINISTRATIVE REQUIREMENTS (SECTION 1 OF PROPOSAL BINDER)**

Please respond to each item in the same order in which they appear.

#### **1. Letter of Submittal**

Bidders must submit a prepared and signed submittal letter on Bidder's official business letterhead stationery. The submittal letter must be included as the first page of Section 1. Signing the submittal letter indicates that the Bidder accepts the terms and conditions of RFP#0634-223.

The Bidder's Letter of Submittal must include the following:

- Name, address, principal place of business, telephone number, fax number, and e-mail address of legal entity or individual with whom contract would be written;
- The name of your contact person for this RFP;
- A detailed list of all materials and enclosures included in your Proposal;
- A list of all RFP amendments downloaded by the Bidder from the DSHS Procurements Web site, if applicable, and listed in order by amendment number and date. If there are no RFP amendments, include a statement to that effect;
- The Bidder's guarantee that its Proposal, as submitted, will remain in full force and effect for 180 days;
- A statement substantiating that the person who signs the letter is authorized to contractually bind the Bidder's firm;
- Identification of the page numbers on the Bidder's Proposal that are marked "Proprietary or Confidential" Information; and
- Any statements you wish to convey to the RFP Coordinator, including any variations between your proposal and the RFP.

#### **2. Bidder Information, Certificates and Assurances Form**

A completed Bidder Information, Certificates and Assurances Form  
Exhibit B. Please sign and include any attachments that are necessary.

3. Minimum Qualifications

The bidder shall submit a statement explaining how they meet the minimum qualifications stated in Section I. D.

**E. RECRUITMENT PROPOSAL (SECTION 2 OF PROPOSAL BINDER)**

Please respond to each **Recruitment** question in Exhibits B-G, in the order in which they appear, for each region that your organization is proposing to provide services.

**F. RETENTION/SUPPORT PROPOSAL (SECTION 3 OF PROPOSAL BINDER)**

Please respond to each **Retention/Support** question in Exhibits B-G, in the order in which they appear, for each region that your organization is proposing to provide services.

**G. ORGANIZATION PROPOSAL (SECTION 4 OF PROPOSAL BINDER)**

Please respond to each **Organization** question in Exhibits B-G, in the order in which they appear, for each region that your organization is proposing to provide services.

**H. COST PROPOSAL (SECTION 5 OF PROPOSAL BINDER)**

Please respond to each **Cost** question in Exhibits B-G, in the order in which they appear, for each region that your organization is proposing to provide services.

## SECTION IV. EVALUATION

### A. EVALUATION PROCEDURE

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this Procurement and any amendments issued. The evaluation of proposals shall be accomplished by an evaluation team to be designated by DSHS who will be responsible for the review, evaluation and scoring of Bidder proposals.

DSHS, at its sole discretion, may select finalists for an oral presentation. If oral presentations are held, evaluators will evaluate and score the oral presentations of bidders selected as finalists.

### B. PROPOSAL EVALUATION

Each Proposal will first be screened to determine if the Bidder has complied with appropriate Administrative Requirements and Submittal Instructions. Each Proposal must meet the Administrative Requirements to be eligible to submit a proposal to this RFP. If your proposal does not meet all Administrative Requirements for this RFP, DSHS may consider your proposal nonresponsive and withdraw it from consideration at any time. Evaluators will score all responsive proposals and award points up to the maximum points available for each question.

### C. SCORING OF PROPOSALS

The maximum number of evaluation points available per individual regional proposal is as follows:

Region 1	620
Region 2	670
Region 3	640
Region 4	820
Region 5	755
Region 6	665

The Administrative Requirements are evaluated on a pass/fail basis. The following weighting and points will be assigned to each regional proposal for evaluation purposes:

## WRITTEN PROPOSAL

### **Region 1:**

Recruitment Proposal	230 Points
Retention/Support Proposal	190 Points
Organization Proposal	155 Points
Cost Proposal	45 Points
<b>Total for Region 1:</b>	<b>620 Points</b>

### **Region 2:**

Recruitment Proposal	230 Points
Retention/Support Proposal	185 Points
Organization Proposal	210 Points
Cost Proposal	45 Points
<b>Total for Region 2:</b>	<b>670 Points</b>

### **Region 3:**

Recruitment Proposal	230 Points
Retention/Support Proposal	185 Points
Organization Proposal	180 Points
Cost Proposal	45 Points
<b>Total for Region 3:</b>	<b>640 Points</b>

### **Region 4:**

Recruitment Proposal	345 Points
Retention/Support Proposal	205 Points
Organization Proposals	205 Points
Cost Proposal	65 Points
<b>Total for Region 4:</b>	<b>820 Points</b>

### **Region 5:**

Recruitment Proposal	320 Points
Retention/Support Proposal	190 Points
Organization Proposal	180 Points
Cost Proposal	65 Points
<b>Total for Region 5:</b>	<b>755 Points</b>

**Region 6:**

Recruitment Proposal	250 Points
Retention/Support Proposal	165 Points
Organization Proposal	205 Points
Cost Proposal	45 Points
<b>Total for Region 6:</b>	<b>665 Points</b>

Your sub-total score for the written proposal will be the average of the scores of the evaluators who review your written proposal.

Your final total evaluation score will be the average points awarded for your written proposal, plus the average score from your oral presentation, if applicable. Oral presentations shall have up to 150 points available.

**D. EVALUATION OF ORAL PRESENTATIONS**

DSHS may, after evaluating the written proposals, elect to schedule oral presentations of the finalists. The RFP Coordinator will notify finalists of the date, time, and location of the oral presentations.

Depending upon the responses received, oral presentations may be held in Olympia, WA, on site at the regional offices, or via teleconference. Finalists will be notified of the method for their oral presentations in advance to allow finalists to plan for travel.

DSHS will select evaluators for the oral presentations based on their qualifications, experience and background relevant to this RFP. These evaluators may include evaluators who reviewed the written proposals or DSHS staff who will work with the successful bidder(s). Evaluators will score oral presentations in accordance with RFP requirements and evaluation criteria.

**E. FINAL DETERMINATION OF APPARENTLY SUCCESSFUL BIDDER(S)**

DSHS program staff and/or management may conduct a final review of the evaluation and scoring of finalist(s).

In this final review, DSHS may consider past or current performance of any DSHS contracts by a finalist(s), and any experience of the program or DSHS in working with a finalist(s) under any past or current contract with DSHS.

DSHS management shall make the final determination as to which bidder(s), initially designated as finalist(s), shall be officially selected and notified as the Apparently Successful Bidder(s) under this Procurement.

## **Exhibit A**

### **Definitions**

#### **DEFINITIONS**

The following terms which appear in this RFP have the meaning that is defined below for the purposes of this RFP:

- Apparently Successful Bidder - A bidder selected as having submitted a successful proposal, based on the final determination of DSHS management taking into consideration the bidder's final proposal score and which proposals best meet the needs of DSHS. The bidder is considered an "apparently" successful bidder until a contract is finalized and executed.
- Agency – The Department of Social and Health Services is the agency of the State of Washington that is issuing this RFP.
- Bidder - An individual, organization, public or private agency, or other entity submitting a proposal in response to this RFP.
- Contractor – Individual or Company whose proposal has been accepted by the Agency and is awarded a fully executed, written contract.
- Issue - To mail, post or otherwise release this RFP as a public document to interested parties.
- Key Personnel - Staff being proposed to do the work under this proposal.
- Proposal - All material prepared and assembled by a bidder, and which the bidder submits in response to this RFP.
- Protest - An objection by the bidder, in writing, protesting the results of this RFP, and which complies with all requirements of this RFP.
- RCW - Revised Code of Washington. (All references to RCW chapters or sections shall include any successor, amended, or replacement statute.)
- RFP - Request for Proposals; i.e., this RFP document.
- RFP Coordinator - The person named in this RFP as the RFP Coordinator, or the RFP Coordinator's designee within Central Contract Services. The sole point of contact within DSHS regarding this RFP for potential bidders and other interested parties.
- Statement of Work - A statement of the work or services which the Contractor is to perform under any contract awarded, and which is generally in the form of an exhibit attached to the contract.
- Submit - To deliver to the DSHS RFP Coordinator any of several documents described in this RFP and in the manner specified in this RFP.
- WAC - Washington Administrative Code. (All references to WAC chapters or sections shall include any successor, amended, or replacement regulation.)

- You - The person, agency, or organization requesting a copy of this RFP or submitting a proposal in response to this RFP.

**Exhibit B**  
**Region 1**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (230 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in the 13-county area of Region 1, including your plan for guiding foster parents through the licensing process. (25 points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (20 points)
- c. What overall strategy do you have for targeted recruitment of foster parents? (15 points)
- d. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 points)
- e. Please describe the mix of paid staff, or volunteers paid a stipend, you would use as part of your business plan to recruit foster parents in this region. (10 points)
- f. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 points)
- g. Please describe your experience and training in the recruitment of foster parents. (25 points)
- h. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. (10 points)
- i. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 points)
- j. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 points)
- k. Please describe your knowledge of foster care needs in this region specific to the varied communities/culture and describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. (25 points)
- l. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use to determine if foster parents became licensed as a result of your efforts. (25 points)

**2. RETENTION/SUPPORT (190 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this 13-county region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 points)



- b. Please describe any specific strategies you will employ for retention or support of foster parents that may have proven successful in other parts of the country. (25 points)
- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 points)
- d. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 points).
- e. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
- f. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 points)
- g. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 points.)
- h. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 points)
- i. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

### **3. ORGANIZATION (155 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 points)
- b. Please describe any experience you have in running a program with combined recruitment and retention/support activities. (25 points)
- c. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (20 points)
- d. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support. (10 points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 points)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships? (30 points)

### **4. COST (45 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of each region. (30 points)
- b. Please describe any plans to raise matching money to augment the amount of money awarded in this contract. (15 points)

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## **BUDGET**

The amount budgeted for Region 1 for recruitment and retention activities for the 18-month period of the contract is \$242,720.

## **OUTCOME MEASURES**

- **Recruitment**

- Either four newly licensed homes for general use per month (72 homes in the duration of the contract) or 20 homes per months for all uses; i.e. adoption, child specific general use (360 home during the life of the contract).
- A 10 percent increase in the number of homes that will take adolescents. That number would be an increase of 46 homes to 502.
- A 10 percent increase in the number of homes that will do respite. That number would be an increase of 16 homes to 171.
- A 10 percent increase in the number of homes that will take siblings. That number would be an increase of 37 to 406.
- A 10 percent increase in the number of minority homes. That number would be an increase of 25 to 274.

- **Retention**

- Between FY 2005 and FY 2006, the region experienced a retention rate of all foster homes of 77 percent. The retention rate measure is an improvement of that number by 10 percent. That number would be a retention rate of 85 percent.
- The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of 11.

**Exhibit C**  
**Region 2**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (230 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in this region, including your plan for guiding foster parents through the licensing process. (25 points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (20 points)
- c. What overall strategy do you have for targeted recruitment of foster parents in this region? (15 points)
- d. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 points)
- e. Please describe the mix of paid staff, or volunteers paid a stipend, you would use as part of your business plan to recruit foster parents in this region. (10 points)
- f. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 points)
- g. Please describe your experience and training in the recruitment of foster parents. (25 points)
- h. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. (10 points)
- i. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 points)
- j. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 points)
- k. Please describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. (25 points)
- l. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use to determine if foster parents became licensed as a result of your efforts. (25 points)

**2. RETENTION/SUPPORT (185 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 points)
- b. Please describe specific strategies you will employ for retention or support

of foster parents that have proven successful in other parts of the country. (25 points)

- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 points)
- d. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 points)
- e. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
- f. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 Points)
- g. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 Points)
- h. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 Points)
- i. Please describe in detail how you will support foster parents who are having problems. (20 Points)

### **3. ORGANIZATION (210 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 points)
- b. Please describe any experience you have in running a program with combined recruitment and retention/support activities. (25 points)
- c. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (20 points)
- d. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support (15 points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 point)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships? (30 points)
- h. In addition to the monthly meetings with regional staff required in the contract, please describe any other communication plan you have for the region, including frequency and individuals on the state staff with whom you will communicate. (25 points)
- i. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

### **4. COST (45 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of

each region. (30 points)

- b. Please describe any plans to raise matching money to augment the amount of money awarded in this contract. (15 points)
- 

## **BUDGET**

The amount budgeted for Region 2 for recruitment and retention activities for the 18-month period of the contract is \$200,098.

## **OUTCOME MEASURES**

- **Recruitment**
  - An increase of 80 total licensed homes.  
That number would be an increase to 705 active licensed homes.
  - Of those 80 new homes, eight will be Native American.
  - Of those 80 homes, 32 will be Hispanic.
  - Of those 80 homes, 40 must be willing to take sibling groups.
  - Of those 80 homes, 20 must be willing to take adolescents.
- **Retention**
  - Between FY 2005 and FY 2006, the region experienced a retention rate of all foster homes of 81 percent.  
The retention rate measure is an improvement of that number by 10 percent. That number would be a retention rate of 88 percent.
  - The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of 5.

**Exhibit D**  
**Region 3**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (230 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in this region, including your plan for guiding foster parents through the licensing process. (25 Points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (20 Points)
- c. What overall strategy do you have for targeted recruitment of foster parents? (15 Points)
- d. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 Points)
- e. Please describe the mix of paid staff, or volunteers paid a stipend, you would use as part of your business plan to recruit foster parents in this region. (10 Points)
- f. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 points)
- g. Please describe your experience and training in the recruitment of foster parents. (25 points)
- h. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. (10 Points)
- i. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 Points)
- j. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 Points)
- k. Please describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. (25 Points)
- l. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use to determine if foster parents became licensed as a result of your efforts. (25 Points)

**2. RETENTION/SUPPORT (185 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 Points)
- b. Please describe any specific strategies you will employ for retention or support

- of foster parents that may have proven successful in other parts of the country. (25 Points)
- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 Points)
- d. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 Points)
- e. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
- f. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 Points)
- g. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 Points)
- h. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 Points)
- i. Please describe any ideas you have to connect foster parents in hubs, buddy systems or mentoring groups on line (web support, instant messaging) for foster parents who live in rural areas or have physically/mentally challenged children that make travel to a meeting challenging. Please describe your ability to carry out any ideas you may have for technology-based retention. (20 Points)

### **3. ORGANIZATION (180 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 Points)
- b. Please describe any experience you have in running a program with combined recruitment and retention/support activities. (25 Points)
- c. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (20 Points)
- d. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support (10 Points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 Points)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 Points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships? (30 Points)
- h. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

### **4. COST (45 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of

each region. (30 Points)

- b. Please describe your plans to raise matching money to augment the amount of money awarded in this contract, (15 Points)
- 

## **BUDGET**

The amount budgeted for Region 3 for recruitment and retention activities for the 18-month period of the contract is \$276,716.

## **OUTCOME MEASURES**

- **Recruitment**

- A 20 percent increase in total foster homes.  
That number would be an increase of 79 to 868 homes.
- A 5 percent increase in the number of homes for adolescents.  
That number would be an increase of 21 homes to 434 homes.
- A 10 percent increase in Native American homes.  
That number would be an increase of 31 homes to 339.
- A 25 percent increase in homes that would accept siblings.  
That number would be an increase of 85 homes to 414.
- A 25 percent increase in the number of homes doing respite.  
That number would be an increase of 24 homes to 117.
- A 25 percent increase in receiving homes.  
That (based on a count of those who took infants) would be an increase of 24 homes to 169.

- **Retention**

- Between FY 2005 and FY 2006, the region experienced a retention rate of all foster homes of 79 percent.  
The retention rate measure is an improvement of that number by 10 percent. That number would be a retention rate of 87 percent.
- The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of six.



**Exhibit E**  
**Region 4**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (345 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in this region, including your plan for guiding foster parents through the licensing process. (25 Points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents. Please include any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment or any review of previous strategies that you believe have proven successful or unsuccessful. (20 Points)
- c. What alternative plans have you set up in case the recruitment strategies you have used are not succeeding? (20 Points)
- d. What overall strategy do you have for targeted recruitment of foster parents in this region and more specifically for urban versus rural recruitment? (20 Points)
- e. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 Points)
- f. Please describe the mix of paid staff, or volunteers paid a stipend, you would use as part of your business plan to recruit foster parents in this region. (10 Points)
- g. Please describe the type of experience expectations you have for hiring staff or volunteers that you would use as part of your business plan to recruit foster parents in this region. (20 Points)
- h. How will the hired staff reflect the community from which they are recruiting? (20 Points)
- i. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 Points)
- j. Please describe your experience and training in the recruitment of foster parents. (25 Points)
- k. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. Are these tools targeted to specific populations? If not, what will you do to develop these strategies? (10 Points)
- l. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 Points)
- m. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 Points)
- n. Please describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. If you are going to recruit within a specific ethnic/cultural group, what is your strategy and history working with this community. What is your plan to get community input and buy in for your recruitment efforts? (25 Points)
- o. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use. How will you share this with CA staff? (25 Points)

- p. What relationships, if any, have you developed with local foster parent groups and local communities? How do you foresee these relationships assisting you in recruitment efforts? (30 Points)
- q. Please describe your specific knowledge of the Braam lawsuit settlement and describe how your recruitment strategy will reflect the Braam requirements. (20 Points)

## **2. RETENTION/SUPPORT (205 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 Points)
- b. Please describe any specific strategies you will employ for retention or support of foster parents that may have proven successful in other parts of the country. (25 Points)
- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 Points)
- d. Please describe the cultural and ethnic groups of professional paid staff you would use in your model to retain and support foster parents in this region. (20 Points)
- e. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 Points)
- f. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
- g. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 Points)
- h. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 Points)
- i. Please describe how you will connect foster home applicants and newly licensed foster families into the retention models such as hubs, mentors and other support systems. (20 Points)
- j. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 Points)

## **3. ORGANIZATION (205 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 Points)
- b. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (25 Points)
- c. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support (10 Points)

- d. Please describe the cultural/ethnic groups of paid and volunteer staff you would use to perform the activities of recruitment and retention/support proposed in your business plan. (20 Points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 Points)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 Points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships? (30 Points)
- h. What ideas do you have for activities to recognize foster parents during May, Foster Care Month? How do you plan on involving and working with CA headquarters and Region 4 staff on these activities? (25 Points)
- i. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

#### **4. COST (65 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of each region. (30 Points)
- b. Please describe your plans to raise matching money to augment the amount of money awarded in this contract (15 Points)
- c. Please specify how much of your budget will be spent on advertising, brochures, posters, etc. (20 Points)

### **BUDGET**

The amount budgeted for Region 4 for recruitment and retention activities for the 18-month period of the contract is \$335,420.

### **OUTCOME MEASURES**

Using data generated by Region 4 staff the following outcomes are set:

- **Recruitment**

	<b>Current</b>	<b>Goal</b>
DLR/OFCL Foster Home	551	602
Native American Foster Homes	3 (active)	15
Minority Homes Foster Homes	225	248
DLR/OFCL homes taking Teens	15	25
DLR/OFCL homes taking siblings	15	25
Receiving Homes	8	16
Respite Homes	39	43
Adoptive Homes/Permanency	62	100
- **Retention**

- Between FY 2005 and FY 2006, the region experienced a retention rate of all foster homes of 76 percent.  
The retention rate measure is an improvement of that number by 10 percent. That number would be a retention rate of 84 percent.
- The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of 10.

**Exhibit F**  
**Region 5**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (320 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in this region, including your plan for guiding foster parents through the licensing process. (25 Points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (20 Points)
- b. What overall strategy do you have for targeted recruitment of foster parents? (15 Points)
- c. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 Points)
- d. Please describe the mix of paid staff or volunteers paid a stipend you would use as part of your business plan to recruit foster parents in this region. (10 Points)
- e. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 Points)
- f. Please describe your experience and training in the recruitment of foster parents. (25 Points)
- g. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. (10 Points)
- h. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 Points)
- i. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 Points)
- j. Please describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. (25 Points)
- k. Please describe how you will recruit in the school districts with the highest removal rates of children in this region: Bethel, Tacoma, Bremerton and South Kitsap. (25 Points)
- l. Please describe how you will work with foster care associations in Pierce and Kitsap counties to recruit new foster parents. (25 Points)
- m. Please describe your knowledge of the Family to Family Recruitment/Retention and Development Strategy and how you will use it to meet the goals of this contract. (25 Points)
- n. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use. (25 Points)
- o. Region 5 has a toll-free recruitment line. Please describe any plans you have to use that toll-free number or help in its operation. (15 Points)

## **2. RETENTION/SUPPORT (190 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 Points)
- b. Please describe any specific strategies you will employ for retention or support of foster parents that may have proven successful in other parts of the country. (25 Points)
- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 Points)
- d. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 Points)
- e. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
- f. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 Points)
- g. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 Points)
- h. Please describe how you will work with foster care associations in Pierce and Kitsap counties to retain and support foster parents. (25 Points)
- i. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 Points)

## **3. ORGANIZATION (180 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 Points)
- b. Please describe any experience you have in running a program with combined recruitment and retention/support activities. (25 Points)
- c. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (20 Points)
- d. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support (10 Points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 Points)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 Points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships for both recruitment and retention? (30 Points)

- h. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

#### **4. COST (65 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of each region. (30 Points)
- b. Please describe your plans to raise matching money to augment the amount of money awarded in this contract. (15 Points)
- c. Please describe how you will spend the money to meet the individual needs of Kitsap and Pierce counties. (20 Points)
- 

#### **BUDGET**

The amount budgeted for Region 5 for recruitment and retention activities for the 18-month period of the contract is \$252,608.

- **Recruitment**

The region has set the following groups as priorities for recruitment:

Teens;

Infants;

Sibling groups;

Parenting mothers;

Sexually aggressive/reactive youth;

Physically aggressive youth;

Children with special medical needs and disabling conditions;

Respite; and

Receiving homes:

- 5 general use foster homes (licensed by Foster Care Licensing in any of the above categories per month in Pierce County)
- Of this number 2 licensed foster homes need to be families of color.
- 3 general use foster homes (licensed by Foster Care Licensing) in any of the above categories per month in Kitsap County.
- Of this number 1 licensed foster home needs to be a family of color.

- **Retention**

- A total net gain of 20 foster homes licensed by Foster Care Licensing (10 by the 12-month market; 10 more by the end of the contract).
- The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of six.

**Exhibit G**  
**Region 6**  
**Proposal Questions, Budget, and Outcome Measures**

**1. RECRUITMENT (250 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business marketing/recruitment plan or model for recruitment of foster parents in this region, including your plan for guiding foster parents through the licensing process. (25 Points)
- b. Please describe your experience with this plan or model and research you have used to base your strategies on recruitment of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (20 Points)
- c. What overall strategy do you have for targeted recruitment of foster parents? (15 Points)
- d. Please list at least eight specific ideas in your proposal for targeted recruitment in this region. (15 Points)
- e. Please describe the mix of paid staff, or volunteers paid a stipend, you would use as part of your business plan to recruit foster parents in this region. (10 Points)
- f. Please describe any specific recruitment strategies you may employ that have proven successful in other parts of the country. (15 Points)
- g. Please describe your experience and training in the recruitment of foster parents. (25 Points)
- h. Please provide any "recruitment tool kits" or other brochures you have developed to recruit foster parents. (10 Points)
- i. Please provide any data you have to indicate your performance in the recruitment of foster parents statewide, in this region, or both. (20 Points)
- j. Please describe the readiness of your recruitment plan or model at the start date of this contract in this region. (25 Points)
- k. Please describe your strategy for recruiting families that reflect the cultural and ethnic diversity of children in care statewide or in this region. (25 Points)
- l. Please describe any system you will use to track potential foster parents from the moment of first inquiry, including how you will measure the success of any recruitment strategies you will use. (25 Points)
- m. Please describe your plans to collaborate with the tribes in recruitment. (20 Points)

**2. RETENTION/SUPPORT (165 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your business customer service plan or model to retain and support foster parents, building on the support systems such as hubs, buddy systems, support groups or mentoring systems already in place in this region. Please describe your experience with this plan or model and any research you have used to base your strategies on retention/support of foster parents, including any journals to which you subscribe or organizations to which you belong that focus on foster parent recruitment. (30 Points)
- b. Please describe any specific strategies you will employ for retention or support



- of foster parents that may have proven successful in other parts of the country. (25 Points)
- c. Please describe the mix of professional paid staff you would use in your model to retain and support foster parents in this region. (10 Points)
  - d. Please describe the readiness of your retention/support plan or model at the start date of this contract in this region. (25 Points)
  - e. Please provide any data you have to indicate your performance in the retention and support of foster parents statewide, in this region, or both. (20 Points)
  - f. Please describe your experience in providing or coordinating training to foster parents in hubs, support groups, mentoring groups or buddy systems. (25 Points)
  - g. Please describe what you believe are the three most important steps that can be taken to improve the support and retention of foster parents in this region. (15 Points)
  - h. Please describe how you will provide troubleshooting activities called for in RCW. 74.13.340. (15 Points)

### **3. ORGANIZATION (205 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please describe your experience in running programs for recruitment and/or retention of foster parents. (25 Points)
- b. Please describe any experience you have in running a program with combined recruitment and retention/support activities. (25 Points)
- c. Please describe the business model and organizational structure you would use to carry out the activities of a combined program for recruitment and retention/support of foster parents. (20 Points)
- d. Please describe the mix of paid and volunteer staff you would use to perform the activities of recruitment and retention/support. (10 Points)
- e. Please describe the importance your business model places on recruitment of foster parents compared to the importance your model places on retention and support. Please explain the reasons for the importance you place on each. (25 Points)
- f. CA strongly encourages partnerships with local agencies working in the DSHS regions. Please describe which agency, if any, you would contract with for the work of this RFP in this region. (20 Points)
- g. Please describe your relationships with business/community/faith leaders in this region. How would you build, or build on, those relationships? (30 Points)
- h. In addition to the monthly meetings with regional staff required in the contract, please describe any other communication plan you have for the region, including frequency and individuals on the state staff with whom you will communicate. (25 Points)
- i. Please provide the name and describe the qualifications of the person responsible for implementing this contract in this region. Please describe this person's supervisory experience and methods this person will employ to ensure quality of work in this contract. (25 Points)

### **4. COST (45 Points Available)**

(Bidders must keep their answers per question to only one page, double spaced.)

- a. Please submit a budget that describes, by region, how much you propose to spend on recruitment and retention/support. Please describe the major costs elements of each region. (30 Points)

- b. Please describe your plans to raise matching money to augment the amount of money awarded in this contract. (15 Points)
- 

## **BUDGET**

The amount budgeted for Region 6 for recruitment and retention activities for the 18-month period of the contract is \$267,304.

## **OUTCOME MEASURES**

- **Recruitment**
  - A 15 percent increase in total homes.  
That number would be an increase of 169 homes to 1,295.
  - A 15 percent increase in homes doing respite.  
That number would be an increase of 40 to 307.
  - A 15 percent increase in homes taking siblings.  
That number would be an increase of 109 to 839.
  - A 15 percent increase in homes taking adolescents.  
That number would be an increase of 109 to 839.
  - A 15 percent increase in the number of minority homes.  
That number would be an increase of 9 to 71 homes.
- **Retention**
  - Between FY 2005 and FY 2006, the region experienced a retention rate of all foster homes of 75 percent.  
The retention rate measure is an improvement of that number by 10 percent. That number would be a retention rate of 83 percent.
  - The number of support systems (hubs, buddy systems, support groups or mentoring systems) built will be a minimum of 6.